

The 5th Multilingual Health Information Stakeholders Forum 2015

Innovation & Engagement

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South Eastern Sydney Local Health District

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Innovation ...



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Session Overview

- Overview of the SESLHD Improvement & Innovation Hub (iiHub)
- Culture for innovation
- The School for Health and Care Radicals
- Go for No
- The Model for Improvement (IHI)



Why the improvement & innovation hub?

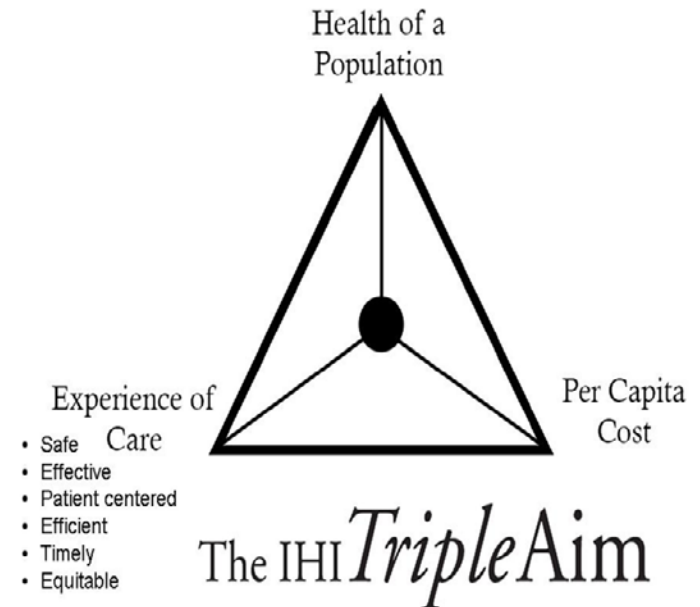
Our focus:

- System-wide safe, high quality care that meets Triple Aim
- Culture of excellence, innovation & continuous improvement
- Resource optimisation through reduced waste, harm and unwarranted clinical variation

By bringing people together:

- organisational development
- improvement
- quality and safety
- innovation

For person-centred healthcare



Better care for individuals, better health for populations, lower per capita costs



How we started.. by listening

The Big Conversation

What was it?

- One month, 3 questions, 800 + conversations
- Conversations with staff at all levels
- Culture ‘pulse check’

We asked..

What matters to you?

What works well in your workplace?

If you could make a change in your workplace...what would it be?

Next Steps

- Implementation of SESLHD: Everyone Matters Framework
- 5 priority areas for action: wellbeing, leadership, communication, teamwork, management
- Compare results with 2015 YourSay Survey results

Results

THE BIG CONVERSATION

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1 Month
3 Questions
10+ Facilities
170+ Departments

300+ Different Roles
400+ Distinct Ideas
800+ Conversations
5,500+ Years of Service

What Works Well in Your Workplace?

- Teamwork**
"cohesively working together"
- Communication**
"receiving information that helps me to do my work"
- Patient Care**
"achieving positive outcomes for patients"
- Management Support**
"having a manager who provides guidance and support"
- Multidisciplinary Teamwork**
"working collaboratively across disciplines"

What Matters to You at Work?

- Teamwork**
"working collaboratively with others"
- Patient Care**
"helping patients"
- Positive Work Environment**
"positive and happy culture"
- Nature of Work**
"meaningful work that makes a difference"
- Communication**
"being informed about what is going on"

If You Could Make a Change in Your Workplace... What Would It Be?

- Resources - Staff**
"more staff to get the work done"
- Physical Work Environment**
"working close to my colleagues and having a well-planned and physically comfortable workspace"
- Development Opportunities**
"provided with opportunities to learn and develop as a professional"
- Recognition**
"acknowledgement that I am doing a good job"
- Communication**
"knowing about things that affect me and my work"

What's Next?

The Big Conversation team is systematically reviewing the results and identifying priority areas for action. Areas identified to date include:

1. Teamwork
2. Culture
3. Leadership
4. Communication

Any Questions? Please Email: iiHub@sesiahs.health.nsw.gov.au



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Building Capacity and Capability

- Ideas and Innovation
 - Innovation in Integrated Care
 - ChangeDay 2015
- Improvement
 - Training and aligning efforts
- Celebrating achievements:
 - Bright Spots event
 - SESLHD Improvement and Innovation Awards



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CULTURE FOR INNOVATION



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“This is really innovative.
Unfortunately we can’t
consider it as it’s never
been done before.”

*Slides adapted from Ms Helen Bevan (UK) and Ms Mary Freer (Aus),
School for Health and Care Radicals*



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THE SCHOOL FOR HEALTH & CARE RADICALS

We need rebels!

- The principal champion of a change initiative, cause or action
- Rebels don't wait for permission to lead, innovate, strategise
- They are responsible; they do what is right
- They name things that others don't see yet
- They point to new horizons
- Without rebels, the storyline never changes



Source : @PeterVan <http://t.co/6CQtA4wUv1>

FOSTERING IDEAS



*Slides adapted from Ms Helen Bevan (UK) and Ms Mary Freer (Aus),
School for Health and Care Radicals*



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THE EDGE

Why go to the edge?



“ *Leading from the edge brings us into contact with a far wider range of relationships, and in turn, this increases our potential for diversity in terms of thought, experience and background. Diversity leads to more disruptive thinking, faster change and better outcomes*

Aylet Baron

HOW TO START.. Rebel!



What does that mean?

One foot in the system and one foot beyond

Pulling in assets, ideas, knowledge and connections rather than pushing them down

Working at the edge of the existing system so we can see the potential and make connections that we couldn't do if we were at the centre

Prepare the existing culture by embracing pathfinders from the new culture

Conform and rebel

There is a big difference between a rebel and a troublemaker

Troublemaker	Rebel
complain	create
me-focused	mission-focused
anger	passion
pessimist	optimist
energy-sapping	energy-generating
alienate	attract
problems	possibilities
alone	together



HIERARCHY VS CONNECTION

2x

People who are highly connected
have twice as much power to
influence change as people with
hierarchical power

Leandro Herrero

<http://t.co/Du6zCbrDBC>

GENERATIONAL DIVERSITY

Multigenerational workforce



LEADERS

Learning from social movement leaders

THE POWER OF ONE, THE POWER OF MANY

BRINGING SOCIAL MOVEMENT THINKING TO HEALTH
AND HEALTHCARE IMPROVEMENT

Jo Bibby
Helen Bevan
Elizabeth Carter
Paul Bate
Glenn Robert



[The lone nut](https://www.youtube.com/watch?v=256eKjULdgQ)

<https://www.youtube.com/watch?v=256eKjULdgQ>

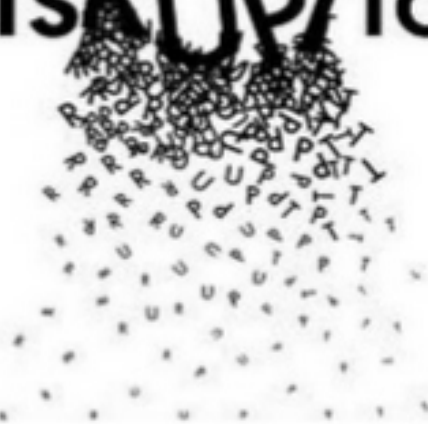


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DISRUPTIVE INNOVATION

disRUPTION is the new normal!

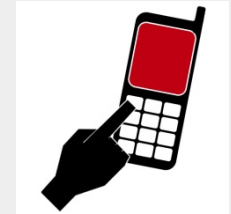


“Tomorrow’s management systems will need to value diversity, dissent and divergence as highly as conformance, consensus and cohesion.”

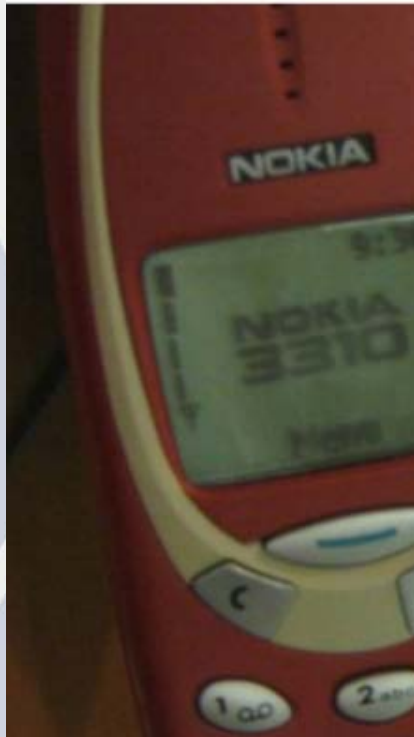
Gary Hamel

EXAMPLE OF DISRUPTIVE INNOVATION

What is the purpose of a mobile phone?



In mobile phones, portable video games and cameras, battery consumption and weight were more important.



YES is the destination, NO is how you get there!



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- Instead of avoiding rejection, increase it!
- Respond positively. Don't react badly.
- Don't take it personally
- See 'No' as an opportunity. Value it.
- Understand that No does not mean never.



The Model for Improvement

How to test your idea



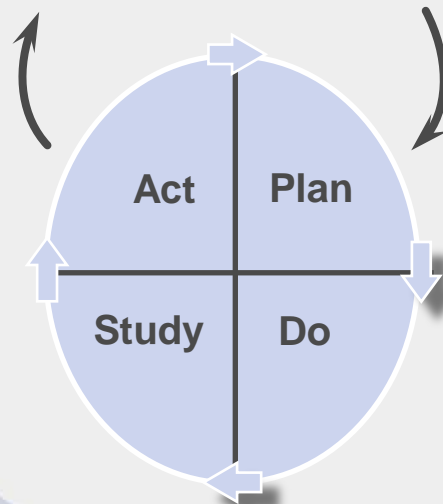
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The Thinking Part

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in an improvement?



The Doing Part



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Question 1: What are we trying to accomplish?

What will we do?

By when?

By how much?

“Soon” is not a time

“Some” is not a measure

“Hope” is not a Plan

E.g. We are going to increase social media communication by 50% in X LGA by 1 March 2016



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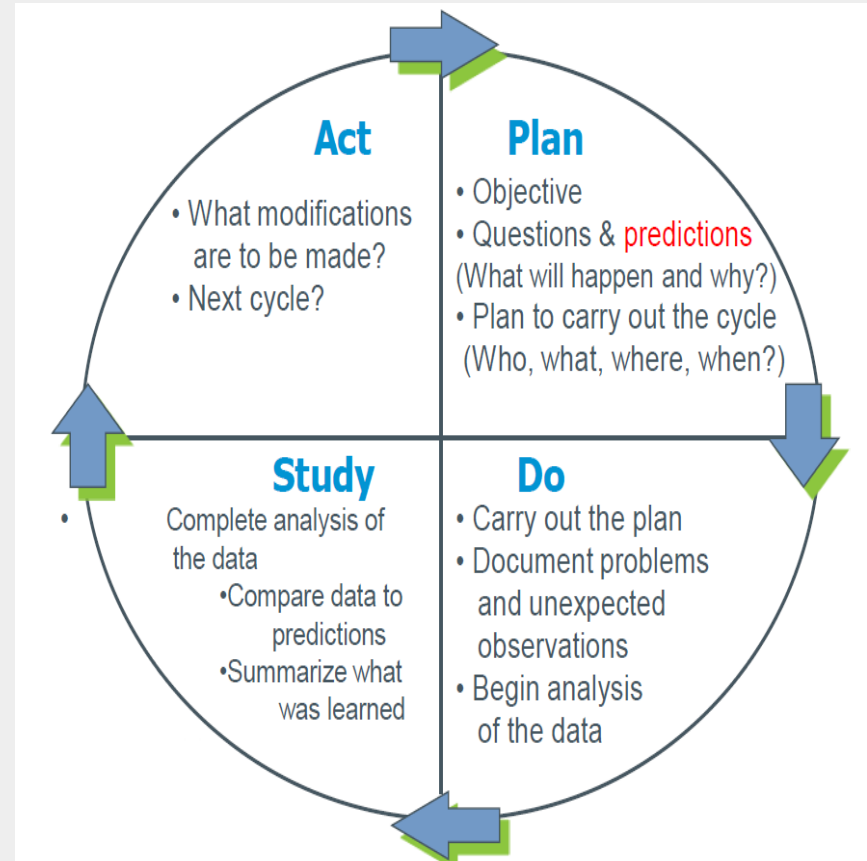
Question 2: How will you know if a change is an improvement?



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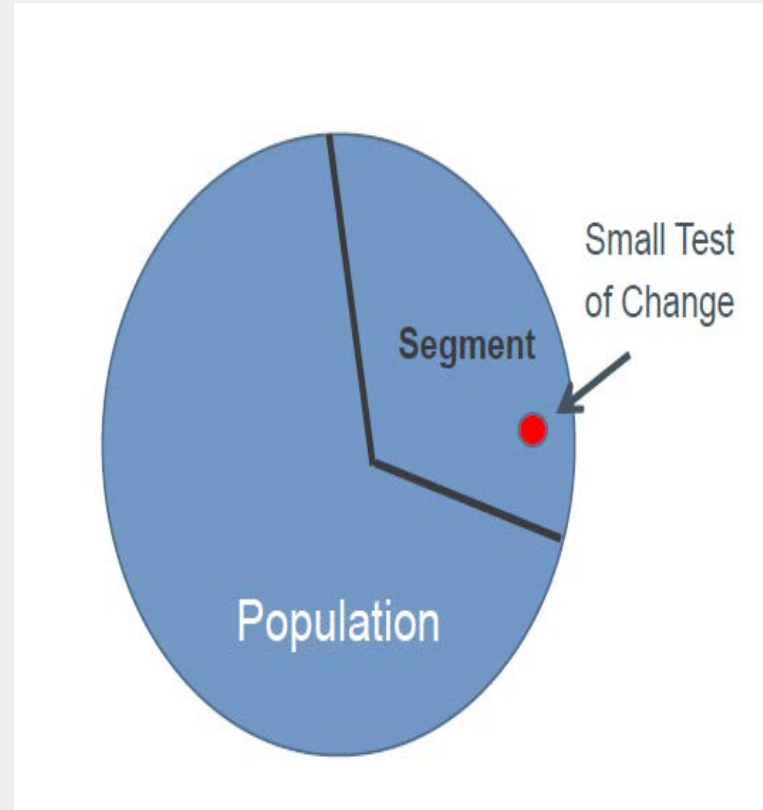
Question 3: What changes can you make that will lead to an improvement?

The PDSA cycle
is shorthand for
testing a change...



Start small

- 1 – 3 – 5 approach
- Experience tells us that not all situations are the same
- One standardised process will not work for all
- Design a process to deliver reliable care for a group that is the easiest to work with
- Learn from that group and spread to others



The 8 Pillars of Innovation by Google

1. Have a mission that matters
2. Think big but start small
3. Strive for continual innovation, not instant perfection
4. Look for ideas everywhere
5. Share everything
6. Spark with imagination, fuel with data
7. Be a platform
8. Never fail to fail



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Re-cap

- Fostering innovation
 - Be a rebel
 - Ideas outside your comfort zone
 - Go to the edge
 - Connections vs hierarchy
 - Be disruptive
 - Social movements – the power of one, the power of many
 - Use your weak ties
 - Go for No!
 - The model for improvement
 - PDSA – test test test!



Thank you!

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